

# AIRWAY FACILITIES STRATEGIC PLAN

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**1997 EDITION**



Focusing on  
NAS Service Management

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## **Dear Employees, Customers, Stakeholders, and Suppliers —**

*In today's world, flexibility and change are the rule. Our challenge is to "work smart," that is, do more with less, while at the same time, keeping a focus on continuously improving and enhancing the services we provide — always striving to not only meet, but exceed, the expectations of our customers. Specifically to those of us in Airway Facilities (AF), that means having the foresight and adaptability to embrace meaningful change, assuring the highest levels of safety, as we transition to a modernized National Airspace System (NAS) infrastructure.*

*Anticipating change, we began our strategic planning process six years ago, defining where AF would be by 2010. Despite the twists and turns that have occurred since then, our foresight continues to be remarkably accurate. This plan validates many of those goals and also defines strategies for the next five years: Fiscal Years 1997 - 2002.*

*One important new dimension to this update of our strategic plan is the inclusion of linkages to FAA and ATS goals and outcomes. We have identified objectives, measures and annual targets for each of our three key strategies, supporting FAA and ATS goals and outcomes. A five-year budget outlook is being developed to support this Strategic Plan, which will link program and fiscal activities to our objectives. I believe that the proper and efficient allocation of resources is the true test of our strategic plan. Out-year budgets must be aligned with our strategic plan. These changes reflect the intent of the Government Performance and Results Act (GPRA) mandate - however, we are not making these changes for the sake of compliance alone, rather we are planning in this manner so that we can manage better.*

*This update to our strategic plan focuses on our real mission - NAS Service Management. We have structured our strategies and objectives around those words with the understanding that our work in maintaining current NAS operations and implementing new technologies into the NAS are all pieces of NAS Service Management. In this plan, we stress the need for sound business practices to improve our management practices and thereby increase efficiencies.*

*Together we will develop the necessary procedures, processes, technology, and people to achieve our future vision for AF and to ensure the safest and most efficient airspace system in the world. I encourage you to be a part of this transition, embracing the challenges and rewards associated with becoming tomorrow's AF.*



Stanley Rivers

Director, Airway Facilities

## BACKGROUND

This plan will position AF to meet customer expectations for AF services as well as guide the organization as it continues to improve its service areas and level of performance.

The primary difference between this and previous plans lies in the explicit emphasis on pro-active management of AF services which will require AF to change in significant ways within the next 5 years to:

- Identify the core functions that AF must excel at to be successful
- Identify and satisfy customer expectations
- Respond rapidly to changing customer needs
- Integrate planning, budgeting, execution and results management

Strategic Planning is an important activity for AF. Through the development and publication of this plan, AF management aligns long term direction and initiatives of the organization with the needs of its customers and stakeholders. In 1992, AF conducted its strategic planning process through an AF Executive Board. Today, the AF Management Team (AFMT) relies on the AF Strategy Development Team (SDT), composed of AFMT members and a representative of the Professional Airways Systems Specialists (PASS) union to carry out the strategic planning process. AF's Integrated Planning Process Model is more fully described in Appendix A.

In its 6th year of strategic planning, AF is completing implementation of an integrated planning and results management process. Integration begins with direct links from the strategic initiatives in the Federal Aviation Administration (FAA) Strategic Plan and the Air Traffic Services (ATS) Performance Plan to the AF Strategic Plan. Appendix B provides additional information regarding these linkages.

This plan describes AF's focus and strategies for shaping our future — from 1997 through 2002. Collaboratively working toward the accomplishment of the FAA's mission, AF supports ATS desired results (outcomes) listed in the ATS Performance Plan for 1997 - 1999. AF contributions to these outcomes, described in this plan, will help decrease system delays, maintain infrastructure service/equipment availability rates, increase productivity, and modernize the NAS to meet increased operational requirements. Our long term success will continue to keep the NAS the safest and most dynamic in the world.

## AIRWAY FACILITIES MISSION AND VALUES

### *Airway Facilities Mission*

*To ensure a safe and efficient NAS through the effective management and operation of the infrastructure, providing quality service delivery, and optimal utilization of resources. We meet the challenges to increase safety, capacity, and productivity - now and in the future.*

### **The qualities we value:**

1. We are results oriented and strive to keep system safety at the forefront of everything we do.
2. We are responsible and accountable for our actions, and set challenging and measurable goals. We effectively confront and resolve problems that may serve as barriers to achieving these goals.
3. We are customer focused, realizing that our customers are essential to our mutual success.
4. We strive to maintain a work environment that is productive and challenging by encouraging a commitment to excellence in achieving our goals. Through clear and consistent leadership, we nurture and motivate our employees to seek opportunities geared to continuous learning and development.
5. We value our strong labor-management partnership, working together in a collaborative and mutually supportive environment to achieve our goals.

## WHO WE ARE AND WHAT WE DO

The FAA's AF organization manages delivery of NAS infrastructure services which enable safe and efficient movement of air traffic. The AF organization is comprised of highly skilled and dedicated people including system specialists, engineers, pilots, and administrative and clerical personnel. Together, these individuals manage, modernize, and operate the NAS, a complex and ever-changing system comprised of both legacy systems that date back to the 1950's, as well as systems based on current technologies — paving the way to our future, which will be primarily satellite based.

The AF organization consists of headquarters, employees throughout the nine regions, and remote offices located at the Aeronautical and Technical Centers. AF employees are responsible for managing, modernizing, and operating the infrastructure which includes complex systems such as radar, communication, ground-based navigation aids, automation, and radios used to facilitate communications between air traffic controllers and pilots. All of these pieces of equipment assist in providing NAS services to its customers - all with FAA's mission of safety as a primary guiding force. Specific functions performed by AF employees include:

- Managing and operating the NAS safely while responding to demand.
- Implementing new technologies into the NAS
- Conducting quality assurance of NAS performance
- Securing and protecting the spectrum for present and future NAS systems
- Assuring adequately trained and motivated workforce

Managing and operating the NAS includes both managing the infrastructure through performance of a variety of planning, engineering, analysis, repair, and maintenance functions, as well as delivering NAS services through employment of agency, government, and private industry best practices to achieve customer satisfaction.

New technologies are implemented into the existing NAS infrastructure through transitioning and engineering services. This requires extensive planning and coordination to ensure adequate spectrum, telecommunications, and facilities are available for transition to a modernized Air Traffic Control system. Implementation of new technology also requires that decommissioned systems and equipment, spares and personal property be disposed of properly to ensure FAA facilities remain environmentally sound.

AF is responsible for **NAS Service Management**, guarantying the safety, efficiency and quality of delivery NAS services. The functions include **NAS Infrastructure Management** and **NAS Service Delivery**, jointly representing the core responsibilities of AF in the FAA.

**NAS Infrastructure Management** includes inherent governmental organization, management, oversight and application of all the practices, procedures, rules and resources needed to operate and sustain the NAS. Key outcomes are certification and verification of NAS services, operation and control of NAS service components, engineering and planning, analysis and assessment of the infrastructure and quality assurance/verification of customer satisfaction.

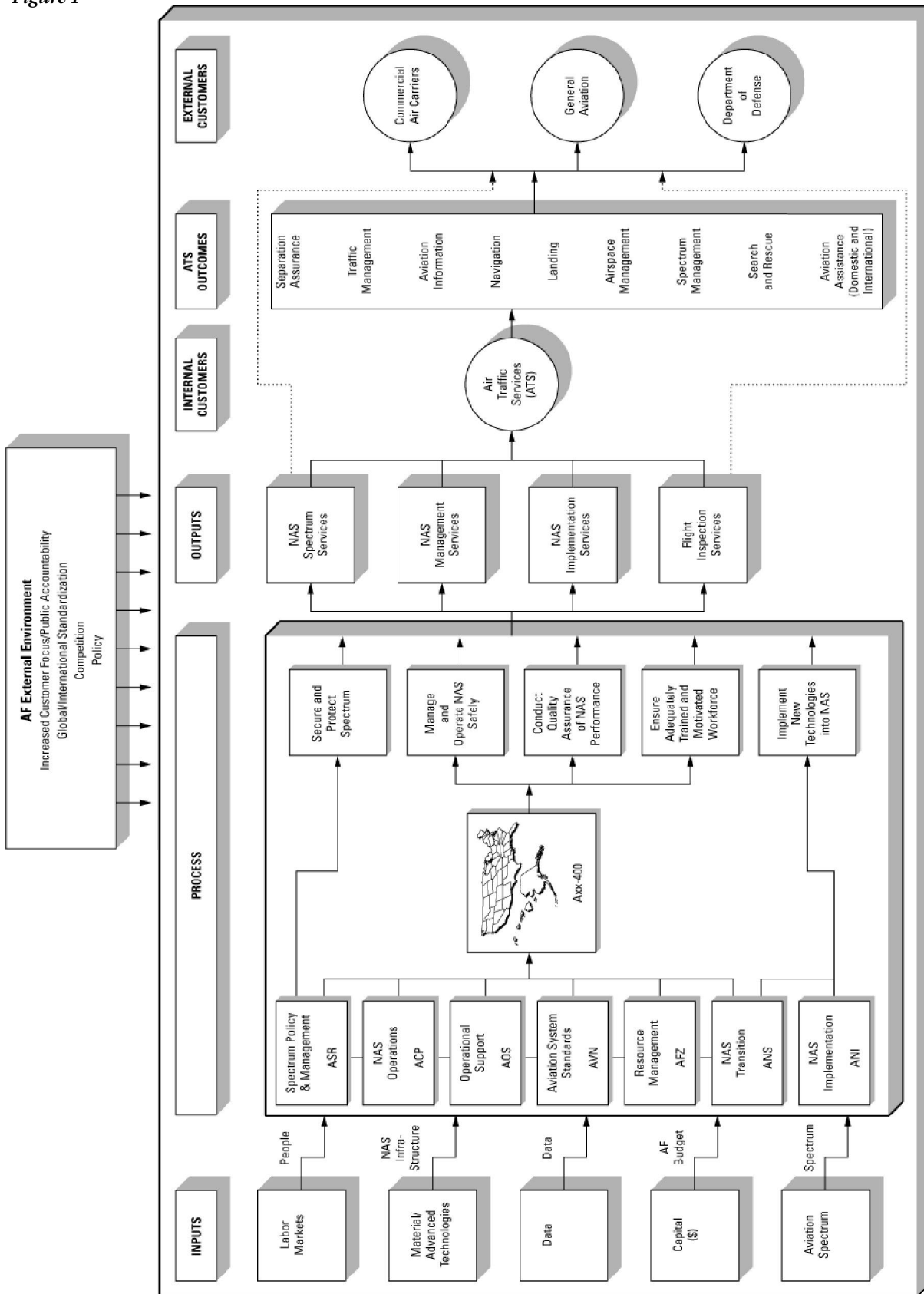
**NAS Service Delivery** includes that set of NAS Infrastructure technical and administrative support activities and support tasks that are not inherently governmental, but are necessary for the successful operation and support of the NAS. For example, installation and maintenance, logistics support, and administrative support are all functions which are accomplished by using the best mix of government and industry resources. AF determines the appropriate source using cost and risk assessments.

Radio spectrum is critical to the aeronautical community for safe and efficient operation of the communications, navigation, and surveillance systems within the NAS. For current and future systems, spectrum allocation must be suitable for intended use (i.e., VHF/UHF/L-band /S-band) and of sufficient bandwidth to satisfy the projected requirements.

AF system specialists are trained to perform ongoing and emerging job requirements to ensure the safety of the NAS. Training is focused on the knowledge and skills needed to perform the job. To accomplish this, AF invests in and maintains a focused and customer-oriented approach to training.

As illustrated in Figure 1, AF's services are delivered to a wide range of customers - both internal and external to the organization and both nationally and internationally:

Figure 1





## HOW WE SERVE OUR CUSTOMERS

Some of the services AF provides, such as NAS Spectrum Services and Flight Inspection Services, are delivered directly to commercial air carriers, general aviation, and Department of Defense customers. Other AF services, such as NAS Management and Implementation Services, benefit from internal value added activities in partnership with other counterparts within ATS and FAA, before reaching external customers.

AF services (outputs), serve as a foundation for the ATS Services/Outcomes described in the ATS Performance Plan for 1997 - 1999. The three broad classes of ATS Outcomes include:

**Primary Operational Services.** When combined, ATS' primary operational services form the NAS. These services are most visible to the end user and comprise the largest investment of ATS human and equipment resources. ATS' Primary Operation Services include:

- Separation Assurance
- Traffic Management
- Aviation Information
- Navigation
- Landing

AF's contribution to these critical services includes the management and operation of our NAS infrastructure. Infrastructure management provides the capabilities necessary for controllers and pilots to interact in delivering air safety. AF system specialists and engineers ensure that communications, surveillance, automated data processing, navigation and landing, and display systems are available for efficient and safe air traffic operations. AF personnel continually monitor the NAS and respond to service interruptions quickly and efficiently to ensure the integrity of air traffic service delivery NAS infrastructure.

**Management of National Resources.** Although transparent to the aviation system user, these ATS services are critical to safe and efficient flight. This class of services includes:

- Airspace Management
- Spectrum Management

AF supports the development of a National Airspace Management Plan to address future airspace design needs. AF also assumes the critical role of securing and protecting the spectrum, an essential, but limited resource. This includes ensuring the availability of necessary spectrum allocations for communications, navigation, and surveillance systems by engineering aviation frequencies through coordination with the National Telecommunications and Information Administration at national and international forums. AF is also actively engaged in identifying and eliminating the sources of radio frequency interference . The aeronautical frequency spectrum is a finite resource and demand for these frequencies continues to grow.

**Other Services.** The final class of ATS services includes:

- Search and Rescue
- Aviation Assistance (Domestic and International)

AF supports the delivery of search and rescue services through infrastructure management of flight data processing, surveillance, and communications systems. AF also supports ATS efforts to assist aviation activities in other organizations through the management of the NAS infrastructure and flight inspection of aviation equipment, facilities, and services — civilian and military. AF provides direct technical assistance to U.S. industry abroad, and advises foreign Civil Aviation Authorities (CAA's). In addition, AF promotes U.S. standards globally and assists the efforts of the ATS technical offices in the advocacy of U.S. standards in the international arena.

## KEY FACTORS AFFECTING AIRWAY FACILITIES

### Driving Forces for Change

Like all large organizations — public or private — AF responds to changes in the environment. Rapid advances in technology, changes in the international and national political, social, and economic environments, and new operational requirements are driving us to constantly reshape the business we are in and continually reassess how we conduct that business.

The significant factors which are driving change within Airway Facilities are:

- World revenue passenger miles are expected to more than double over the next 20 years, with airlines around the world carrying two and a half billion passengers each year. These increases will require the AF workforce to provide services even more rapidly and effectively.
- User demands for increased flexibility urge the FAA to move in the direction of “free flight”, which introduces significant changes to the infrastructure AF supports.
- Technology capabilities presented by satellite-based systems, such as Global Positioning System (GPS), are expected to revolutionize national and international communication, navigation, surveillance, and aviation data functions.
- In the next 5 years, a new generation of electronic equipment and operational concepts will replace all that now exist. The AF workforce will be tasked with modernizing the NAS while operating both the old and new systems for a transition period while the new system is brought to full operational capability.
- External reviews, such as the White House Commission on Safety and Security and the National Civil Aviation Review Commission, will influence the FAA to expedite activities to modernize the NAS by 2005. Such recommendations include AF’s initiative to identify and justify frequency spectrum necessary for transition to a modernized air traffic control system.
- The integration and implementation of advanced technology into the existing NAS will be impacted by a complicated, though steadily improving, acquisition process.
- The FAA must be prepared to transition to a NAS user-fee environment in order to finance FAA’s operational costs. This pending change in FAA’s financial management will increase pressure on AF to find a way to accurately determine facilities and service costs as well as how to allocate them.

- Increased emphasis will continue on delivering effective and efficient services to the public. Congressional mandates will continue to play a central role in holding AF accountable for delivering quality services in a cost effective manner, consistent with the needs of our customers and stakeholders.
- Reducing the nation's deficit will continue to impact FAA and AF in the form of constrained budget.

## THE NEXT 5 YEARS: THE CHALLENGES WE FACE

AF recognizes that the impending forces will demand changes in structure, process and culture over the next 5 years. These changes must be well planned and properly implemented, in partnership between labor and management, to ensure that AF continues to achieve its mission throughout the transition process. Some of the most critical challenges that lie ahead include:

- Transition from a “maintenance” organization to a NAS Service Management organization. One of AF’s initiatives will be to redefine how to manage and operate the NAS to ensure increased levels of safety and efficiency. At the same time, we must be certain that changes in the operation of the NAS are transparent to our customers, and that they continue to receive the complete range of services they need.
- Modernization of the NAS and the introduction of space-based air traffic service capabilities. The Global Positioning System and new technologies will increase system flexibility and drive the implementation of free flight. This modernization will have an impact on both AF’s hiring and training processes, to assure that AF employees possess the wide range of skills that will be needed to achieve our mission. In addition, it will be critical that these and all other appropriate resources are deployed as efficiently as possible.
- Year 2000 (Y2K): As the year 2000 approaches, the problems associated with the date roll-over in NAS operational and NAS support systems software and firmware have become more apparent. AF has taken the lead for FAA operations on this effort and over the next 3 years will provide a cohesive strategy with explicit goals, schedules, and responsibilities to accomplish all activities necessary to affect a seamless transition to the year 2000.
- Alignment of resources with service delivery needs. Centralized management, standardized practices, and optimization of human resources will improve the delivery of NAS services by eliminating redundancies in the services we provide and allowing AF to retain its standing as the preferred provider of NAS management services.
- Spectrum management. The aeronautical spectrum required to support communications, navigation, and surveillance systems in the NAS is a finite resource. Demand for commercial communications services continues to grow. Over the next five years AF will be required, through appropriate spectrum planning, to secure and protect sufficient spectrum in support of the safe and efficient operation of the NAS.
- Airway Facilities Business Practices. With the introduction of user-fees and increased emphasis on accountability within the Federal Government, AF will be challenged to accurately capture the cost of doing business. Additionally, in an effort to respond to

cost effectiveness objectives, AF will be challenged to optimize our performance by gaining efficiencies wherever possible.

- Transition to the Model Workplace. The tasks and resource constraints AF faces in the next few years will cause substantial changes in the workplace. AF will be challenged to recruit, select, develop, and train its employees to match its changing career opportunities. It must encourage innovation and collaboration, recognize achievements, reduce workplace related complaints, and regularly measure its progress. AF must continue its efforts to achieve a diversity that mirrors the nation it serves and to promote a positive workplace environment where all employees can flourish.
- Year 2000 (Y2K). As the year 2000 approaches, the problems associated with the date roll-over in NAS operational and NAS support systems software and firmware have become more apparent. AF has taken the lead for FAA operations on this effort and over the next 3 years will provide a cohesive strategy with explicit goals, schedules, and responsibilities to accomplish all activities necessary to affect a seamless transition to the year 2000.

## STRATEGIC FOCUS AREAS

As AF operates, manages, and modernizes the NAS infrastructure, system safety will continue to be our first priority. As a result, this plan focuses on opportunities to improve delivery of AF services in three strategic areas:

### *AF STRATEGY 1: Enhance NAS operations to ensure a safe and efficient NAS.*

<b>Goal:</b>	Reduce equipment-caused aircraft delays.
<b>Measure:</b>	Number of equipment-caused aircraft delays.
<b>Annual Target:</b>	3.5% Decrease.

Objectives:

- NAS services available when needed
- Interference-free NAS operations
- Environmentally safe facilities
- Implementation of the NAS Infrastructure Management System

### *AF STRATEGY 2: Use sound business practices to ensure efficiencies.*

<b>Goal:</b>	Reduce cost and time to implement new NAS systems and equipment into existing NAS infrastructure.
<b>Measure:</b>	Cost and achievement of milestones for implementation.
<b>Annual Target:</b>	Establish baseline for implementation costs and milestones of national programs/projects and reduce costs by 3%. Achieve milestones 50% in FY99, increasing to 90% by FY03.

Objectives:

- Cost effective service delivery
- Efficient and timely implementation of NAS modernization
- Reliable and consistent corporate information system to support quality decision making
- Integrated planning and results management
- Skilled and motivated employees
- Model work environment through partnership

*AF STRATEGY 3: Implement new technologies*

<b>Goal:</b>	Prepare to support next generation NAS.
<b>Measure:</b>	Published GPS approaches.
<b>Annual Target:</b>	Publish 500 new GPS approaches.

Objectives:

- Implement and manage next generation NAS services
- Support new NAS services such as “free flight”, flight 2000, and NEXCOM
- Secure and protect spectrum for new NAS systems

**Strategic Objective Tables**

The tables on the following pages summarize the information needed to link each of our strategic objectives with AF Performance Planning and Budgeting activities. Definitions for the column headings are listed in Appendix C.



**AF STRATEGY 1: Enhance NAS operations to ensure a safe and efficient NAS.**

<b>AF Objective</b>	<b>Measures</b>	<b>Initiatives</b>	<b>Organizational Lead/Support</b>	<b>ATS Outcomes</b>
<b>Objective 1.1</b> > NAS services available when needed	Increase customer satisfaction.  Reduce equipment caused aircraft delays  Maintain operational availability of equipment at current levels while minimizing the impact on the quality and efficiency of the system during periods of service interruptions. *	Survey users regarding quality, quantity, type and cost of AF services *  NIMS *  RMMS *  NAS Service Management Policy *  OASIS *  NAS Operations Plan *  FAA Telecommunications Strategic Plan  Year 2000 NAS Automation Problem Resolution	AOP (L) AXX-400s (S)	ATS Outcome #'s 1, 2, 4 and 6.
<b>Objective 1.2</b> > Interference-free NAS operations	Reduce the number of interference related service outages and the average outage duration.	Spectrum Strategic Plan *	ASR (L)	ATS Outcome #'s 1, 2 and 6
<b>Objective 1.3</b> > Environmentally safe facilities	Increase the number and scope of favorable inspection reports		ANS (L) ASR (S)	FAA Goal #7
<b>Objective 1.4:</b> > Implement the NAS Infrastructure Management System	Consolidate Maintenance Control Centers by 1998 *  Establish Operational Control Centers by 1999 *	AF Concept of Operations for the Future and NIMS Plan *  NIMS Transition Plan *  Remote Maintenance Monitoring *	AOP (L)	ATS Outcome #'s 1, 2, 3, 4, 6 and 7

**AF Strategy 2: Use sound business practices to ensure efficiencies.**

<b>AF Objective</b>	<b>Measures</b>	<b>Initiatives</b>	<b>Organizational Lead/Support</b>	<b>ATS Outcomes</b>
<b>Objective 2.1</b> ➤ Cost effective service delivery	Increase the number of facilities maintained per system specialist.	Cost and Performance Management System *	AOS (L) AXX-400s (S)	ATS Outcome #7
	Monitor the annual cost per contractor maintained facility *	FAA Cost Accounting System*		
<b>Objective 2.2</b> ➤ Efficient and timely implementation of NAS modernization	Reduce cost and time to implement new technologies	Consolidate implementation services (ANI)	ANI (L)	ATS Outcome #7
		Cost and Performance Management System *		
<b>Objective 2.3</b> ➤ Reliable and consistent corporate information	Complete development, integration, and deployment steps within cost and schedule targets	FAA Cost Accounting System*	AAF-60 (L) AFZ-500 (S) AOP-200 (S)	ATS Outcome #7
		ATS Executive Information System*		
		REGIS *		
		CIMS		
		Cost and Performance Management System *		
		Bar-coding implementation *		
		FAA Accounting System *		

\* Linked to ATS Performance Plan for Fiscal Years 1997-1999

*AF Strategy 2: Use sound business practices to ensure efficiencies.*

<b>AF Objective</b>	<b>Measures</b>	<b>Initiatives</b>	<b>Organizational Lead/Support</b>	<b>ATS Outcomes</b>
<b>Objective 2.4</b> ➤ Integrated planning and results management	Monitor resources applied to accomplish elements of plans  Allocate adequate resources to achieve the most critical results  Monitor reliability of resource forecasts  Verify that budgets accurately depict needs	FAA GPRA Implementation  AF Integrated Planning Order  AF Annual Performance Plans/ Reports  Results Management Process	AAF-3 (L)	ATS Outcome #7
<b>Objective 2.5</b> ➤ Skilled and motivated employees	Monitor the percentage of employees trained annually in advance of technologies  Track 5-Year Training Plan accomplishments  Verify that budgets meet training needs	AF 5-Year Training Plan  BEST  Support ATS in developing succession planning process *	AFZ (L) AXX-400s (S)	ATS Outcome #8

\* Linked to ATS Performance Plan for Fiscal Years 1997-1999

*AF Strategy 2: Use sound business practices to ensure efficiencies.*

<b>AF Objective</b>	<b>Measures</b>	<b>Initiatives</b>	<b>Organizational Lead/Support</b>	<b>ATS Outcomes</b>
<b>Objective 2.6</b> ➤ Model work environment and partnership	Monitor the number of employees that are trained in needed skills  Reduce the time and cost to resolve ULPs, grievances, and complaints  Improve employee job satisfaction  Reduce the number of formal employee grievances/EEO complaints *	Employee Involvement Process  Diversity Plan *  Develop an implementation strategy for the Agency's Model Work Environment Action plan. *  Support ATS action plan regarding FAA Glass Ceiling Report *  Develop a specialized AF pay system which links compensation to performance *	AFZ (L) AAF-3 (S) AXX-400s (S)	ATS Outcome #8

\* Linked to ATS Performance Plan for Fiscal Years 1997-1999

**AF Strategy 3: Implement new technologies.**

<b>AF Objective</b>	<b>Measures</b>	<b>Initiatives</b>	<b>Organizational Lead/Support</b>	<b>ATS Outcomes</b>
<b>Objective 3.1</b> ➤ Implement and manage the next generation NAS	Verify that AF requirements are met (JAI)  Meet schedule  Perform within budget  Publish 500 new GPS approaches each year. *	GPS * LAAS/WAAS * ITWAS * STARS * DSR * ASOS * DCCR * OASIS *  FAA Telecom-munications Strategic Plan  Spectrum Strategic Plan*	ANI (L) ANS (S) AOP (S) AVN (S) ASR (S) AXX-400s (S)	ATS Outcome #'s 1, 5, and 6.
<b>Objective 3.2</b> ➤ Support new NAS services	Accomplish transition step milestones	National Airspace Management Plan * "Free Flight" / * Flight 2000 * NEXCOM *	AVN (L) ASR (S) AOP (S) AXX-400s (S)	ATS Outcome #3
<b>Objective 3.3</b> ➤ Secure and protect spectrum for new NAS systems	Measure timely assignment of new frequencies  Monitor the number of new systems supported	Spectrum Strategic Plan *	ASR (L)	ATS Outcome #5

\* Linked to ATS Performance Plan for Fiscal Years 1997-1999

**AF supported ATS Outcomes:**

- 1 – Increase System Safety
- 2 – Decrease System Delays
- 3 – Increase System Flexibility
- 4 – Increase System Predictability
- 5 – Increase User Access
- 6 – Improve Service Delivery By Increasing the Availability of Critical Systems
- 7 – Increase Productivity
- 8 – Create a Model Work Environment and Foster Employee Involvement/Effective Partnerships

AF objective in support of FAA Strategic Plan Goal #7, Provide environmental leadership

## STRATEGIC RESOURCE OUTLOOK

The future fiscal environment is uncertain. As a result of efforts by both Congress and the White House to reduce the deficit and constrain Federal spending, AF will face near and long term pressures to reduce costs and increase productivity. Though the long term outlook is for significant growth in air traffic and the size and complexity of the NAS, AF will be expected to manage a substantial portion of the associated cost with internal efficiencies and productivity improvements.

Congress and the White House both recognize the impact of fiscal pressures on the FAA. As a result, there are efforts to find alternative funding mechanisms such as user fees. In FY 1998, FAA will have to collect \$350 million in user fees. By FY 1999, the Administration proposes that the FAA will be 100% user-fee funded.

AF is currently developing five year resource estimates, guided by the priorities in this plan and the ATS Performance Plan. These estimates will identify the staffing and other resource requirements to operate the current system as well as the costs associated with system enhancements, improved business processes and the implementation of new technologies. Savings due to decommissionings and productivity improvements will also be identified. The resource estimates will be detailed in annual AF Performance Plans.

It is possible that, in the current budget climate, AF's expectations of future revenue streams will not be realized. In the event that ATS' final appropriations during the planning period are significantly lower than estimated levels, it will affect AF's ability to meet its targets. AF will periodically reassess its outyear budget assumptions and make any necessary adjustments in future Strategic Plan revisions and in follow-on Performance Plans.

## **STRATEGIC PLAN EXECUTION AND REVIEW**

Airway Facilities is committed to reviewing, revalidating, and adjusting this strategic plan each year, making necessary changes in response to AF customers and stakeholders, as well as internal needs. Transition plans will be developed to support each objective outlined in the plan. These transition plans will include detailed information regarding action plans, resource requirements, performance indicators, and expected outcomes.

Revalidation of objectives will be facilitated through annual performance planning processes, which will include prioritization of available resources and management of results associated with annual performance plans. Each annual performance plan will be linked to the AF Strategic Plan, identifying annual objectives, resource requirements, and performance indicators in support of the associated transition plans.

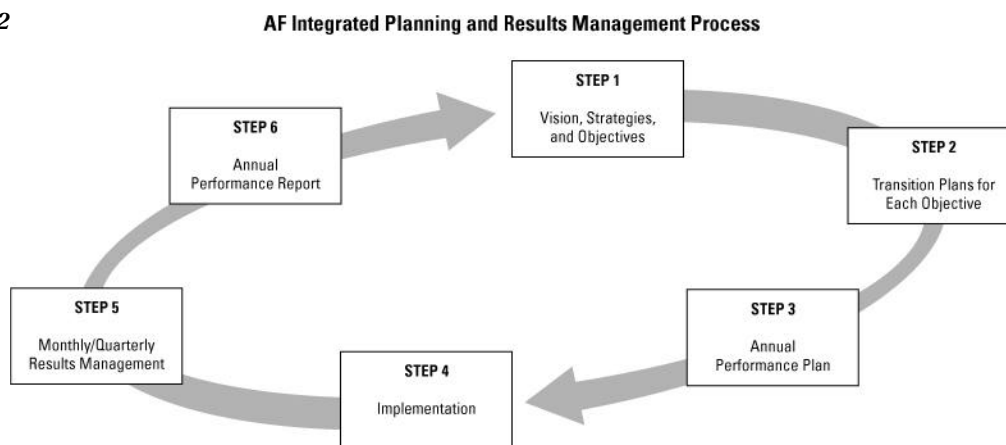
Performance agreements, linked to annual performance plans, will facilitate the identification of appropriate accountabilities for each objective. To ensure achievement of objectives in meeting AF mission, outcome targets and key milestones will be integrated into the performance plans of Service Directors and Field Division Managers. This is a critical link that emphasizes AF's commitment to quality services and management accountability. AF's establishment of firm targets for performance reinforces AF's commitment to providing continuous improvement in its NAS service delivery and customer-focused decision-making. While the strategic plan will be revalidated once a year, the performance planning process is an ongoing activity. The AFMT will review the organization's progress against its performance targets and milestones contained in the annual performance plan on a regular basis, and will make tactical adjustments as necessary to achieve the desired performance outcomes.

Finally, an annual report will be published covering the preceding fiscal year accomplishments, as well as the prior two years, so that trends will visibly track AF's performance results.

## AF STRATEGIC PLAN EXECUTION AND REVIEW

Figure 2, below, illustrates Airway Facilities management approach to implementation of its strategies for the FY 1997-2002 period.

Figure 2



This Integrated Planning and Results Management Process includes the following key activities:

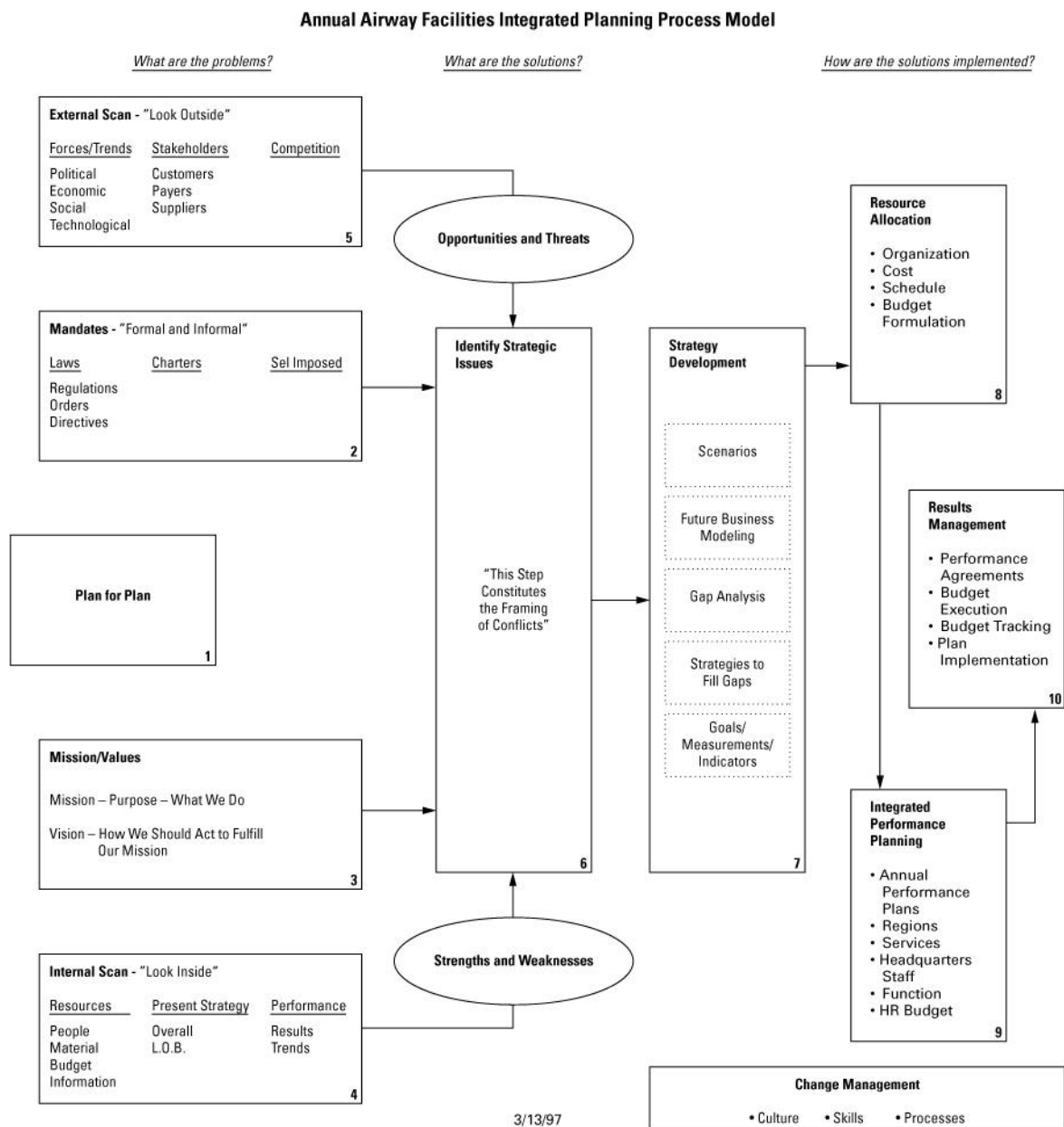
1. Vision, Strategies and Objectives. The five-year AF vision to support ATS/FAA outcomes and goals developed by the AFMT. AF strategies with related objectives to be achieved over the next five years.
2. Transition Plans to Support Objectives. Transition plans are five-year plans developed to support each objective. Each transition plan describes how external drivers are being addressed, detailed action plans, resource requirements, performance indicators, and expected outcomes.
3. Annual Performance Plans. Annual operational plans directly linked to the annual budget submissions, justifying AF's requirements.
4. Implementation. AF work activities focused on achieving FAA, ATS and AF strategic goals, outcomes, and objectives.
5. Results Management. The process of reviewing accomplishments in achieving goals and objectives so that course corrections may be made and resources re-directed as appropriate.
6. Annual Performance Report. Annual report which describes AF's actual achievement of results delivered by various programs in support of FAA, ATS, and AF strategic goals, outcomes and objectives. Each Annual Performance report covers preceding fiscal year accomplishments as well as the prior two years, so that trends visibly track performance results.



## APPENDIX A: AF Integrated Planning Process

The purpose of AF's integrated planning process is to identify problems, determine solutions, and implement those solutions for results. The process integrates the components of planning, budgeting, monitoring, evaluating, and rewarding (or coaching, disciplinary action, or removal, as appropriate). This integrated process links employees' performance with expected results — all based on annual performance agreements linked to performance plans and results management. The model below illustrates our integrated planning process:

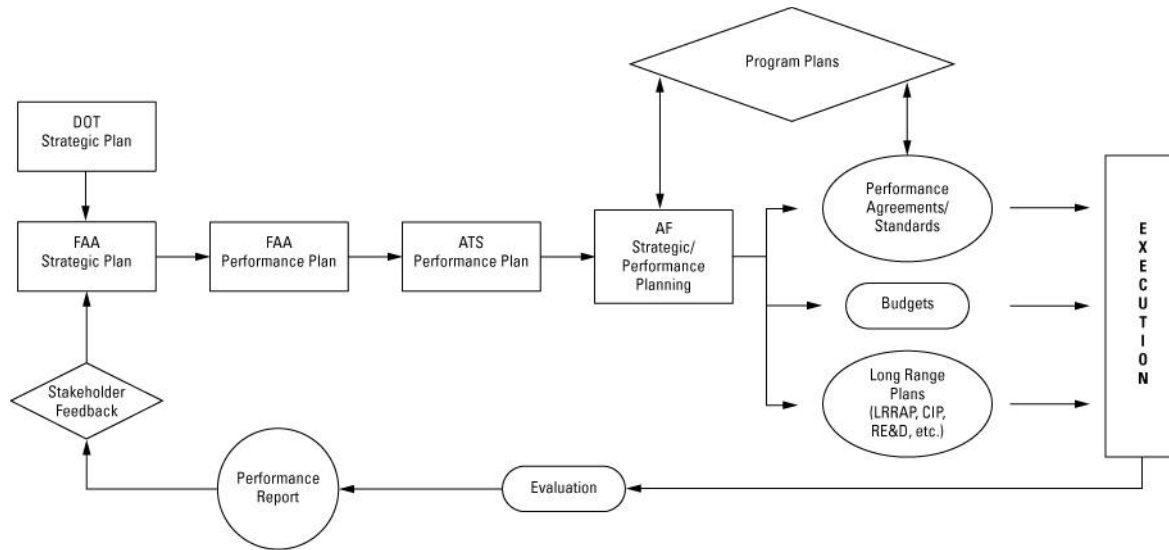
Figure 3



## APPENDIX B: AF Integrated Planning Linkage

Figure 4, below, illustrates the linkages among the plans currently utilized in the DOT, FAA, ATS, and AF environments.

Figure 4



## **APPENDIX C:** *Definitions*

- **Annual Target** Specific, measurable output or outcome that will be achieved within one year.
- **ASOS** Automated Surface Observing System.
- **BEST** Basic Electronic Skills Test.
- **CIMS** Corporate Information Management System.
- **DSR** Display System Replacement.
- **Flight 2000** A planned test of selected Free Flight techniques using aircraft from the states of Alaska and Hawaii.
- **Free Flight** Free Flight is an innovative concept that will improve the efficiency of the National Airspace System. Using supporting procedures and technologies, pilots operating under instrument flight rules (IFR) will be able to select the aircraft's course, speed, and altitude in real time.
- **Goals** Broad statement of AF's intended achievement within a given strategic area.
- **GPS** Global Positioning System.
- **Initiatives** Programs or work efforts in support of AF objectives.
- **ITWS** Integrated Terminal Weather System.
- **JAI** Joint Acceptance Inspection
- **LAAS/WAAS** Local/Wide Area Augmentation System.
- **Measures** A quantitative or qualitative value or characteristic used to measure output or outcome performance.
- **NEXCOM** Next Generation Communications.
- **NIMS** NAS Infrastructure Management System.
- **OASIS** Operational and Supportability Implementation System.
- **Objective** A 5-year change target that guides AF toward an identified strategy.
- **Organizational Lead/Support** The organization(s) responsible for leading and directly supporting development of action plans, implementation of the initiatives, and progress monitoring for the AF strategic objectives.

- **Outcomes** Viewed from the customer perspective, a description of the intended result, effect, or consequence that will occur from carrying out a strategic issue.
- **Output** The products or services produced by a process.
- **REGIS** Regional Information System.
- **RMMS** Remote Maintenance Monitoring System.
- **STARS** Standard Terminal Automation Replacement System.
- **Transition Plan** A 5-year plan for each objective supporting AF strategies. A transition plan includes actions planned, resources required, and expected outcomes.
- **Year 2000 (Y2K)** As the year 2000 approaches, the problems associated with the date roll-over in NAS operational and NAS support systems software and firmware have become more apparent. AF has taken the lead for FAA operations on this effort and over the next 3 years will provide a cohesive strategy with explicit goals, schedules, and responsibilities to accomplish all activities necessary to affect a seamless transition to the year 2000.



U.S. Department of Transportation  
**Federal Aviation Administration**